

# **NRL PERSONNEL MANAGEMENT DEMONSTRATION PROJECT**

*Presentation to*  
**NRAC Panel**

**Science and Technology Community in Crisis**

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# Topics

- **Background**
- **What did NRL achieve?**
- **How does the Contribution-based Compensation System (CCS) work?**
- **What is the feedback?**



# Background

- Effective:** 26 September 1999
- Employees Covered:** Approximately 2622
- Occupations:** 1598 Scientists & Engineers; 214 Technicians; 391 Administrative Professionals; 419 Administrative Support
- Various Sites:** Washington, D.C.; Stennis Space Center, Mississippi; Monterey, California; other smaller sites across the U.S.
- Excluded:** SES; ST; Trades & Crafts; Guards


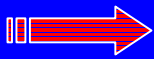




# NRL Personnel Management Demonstration Project

What did NRL achieve?






# Staffing

Traditional		Demo
<ul style="list-style-type: none"><li>• Delegated examining for some positions</li><li>• Rating and ranking all jobs</li> <li>• Rule of 3</li><li>• 1-year probationary period</li></ul>	    	<ul style="list-style-type: none"><li>• Delegated examining for all positions</li><li>• Rate and rank only if<ul style="list-style-type: none"><li>– more than 15</li><li>– mix of preference &amp; nonpreference</li></ul></li><li>• Rule of 3 eliminated</li><li>• 3-year probationary period except for clerical</li></ul>



# Staffing

## (Number 2)

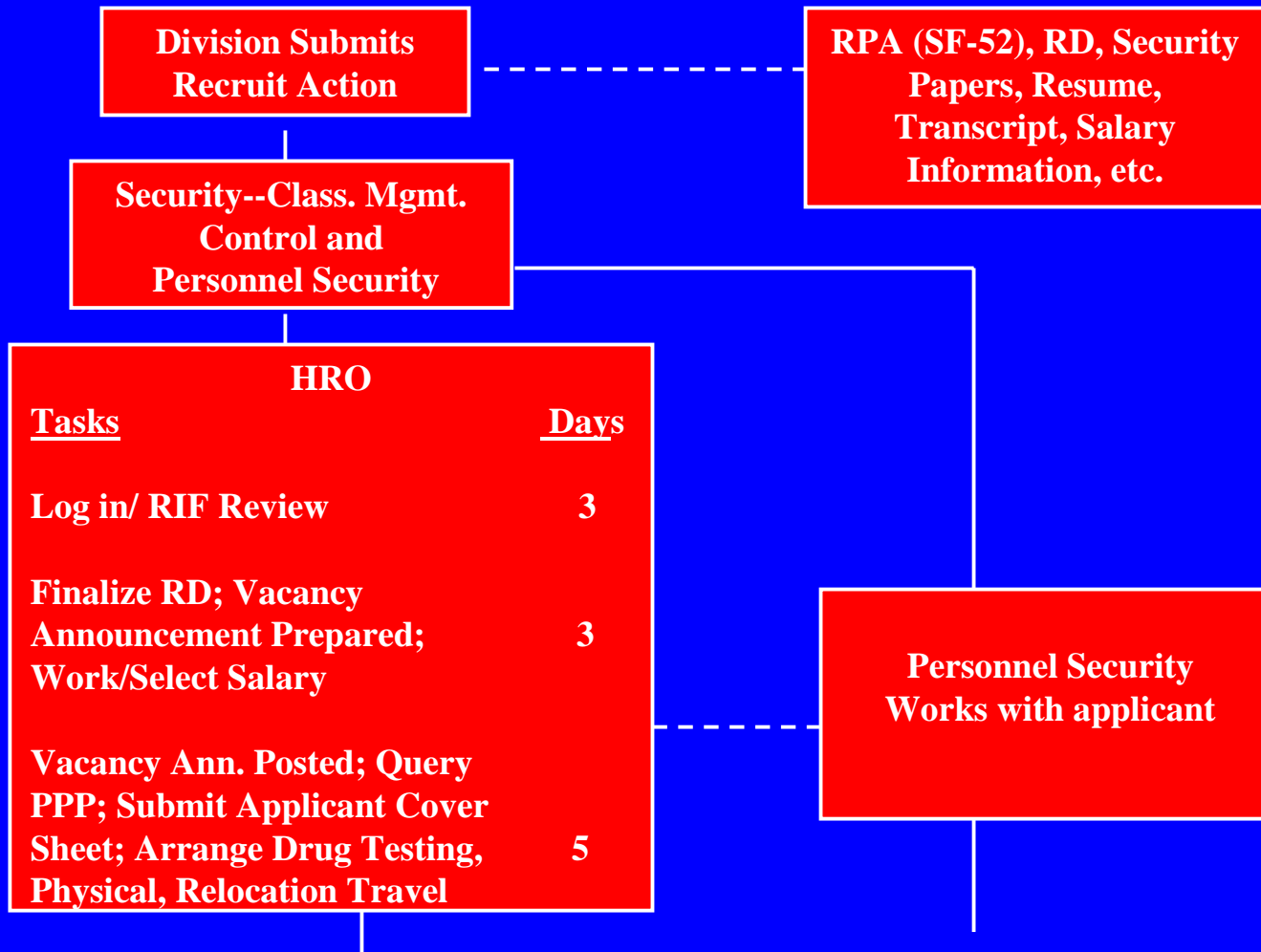
Traditional		Demo
<ul style="list-style-type: none"><li>• Non-competitive temporary promotions and details to higher grades up to 120 days</li><li>• 120-day renewal requirement for temporary promotions and details</li><li>• Non-citizen hires approved by OPM</li></ul>	  	<ul style="list-style-type: none"><li>• Non-competitive temporary promotions and details to higher grades up to 1 year in a 24-month period</li><li>• 120-day renewal requirement eliminated</li><li>• NRL delegated non-citizen hiring authority</li></ul>



# Staffing

(Number 3)

## S&E Name Request Process

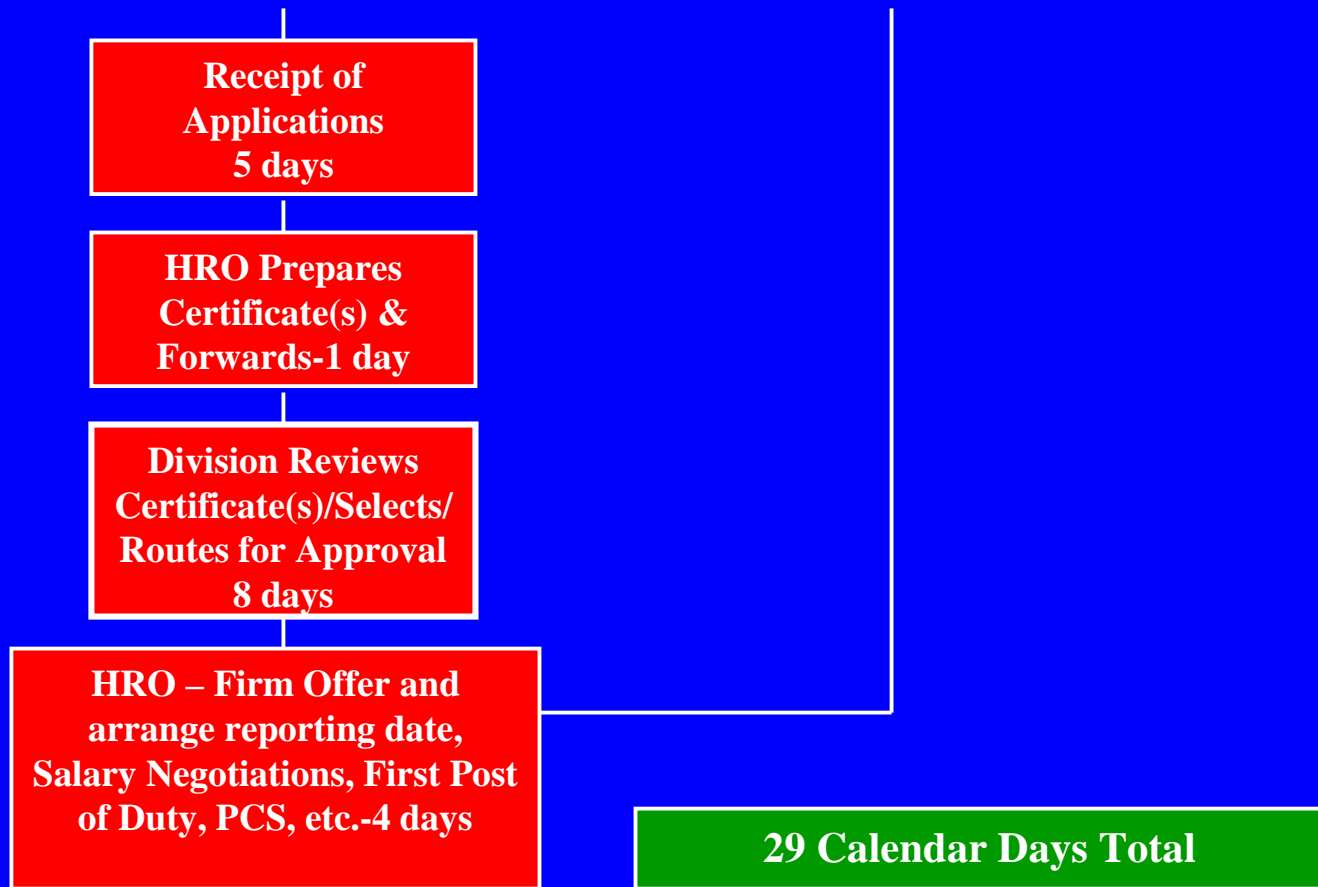




# Staffing

(Number 4)






## S&E Name Request Process







# Classification

Traditional		Demo
<ul style="list-style-type: none"><li>• 70+ Classification standards</li><li>• 15 General Schedule grades with 10 steps each</li><li>• Up to 15-page position descriptions</li><li>• Manual classification process</li><li>• Senior Executive &amp; Science and Professional positions (above 15)</li></ul>	    	<ul style="list-style-type: none"><li>• 4 Standards (serve as critical elements)</li><li>• 4 Career tracks with 3 to 5 career levels</li><li>• 2- or 3-page requirements document (RD)</li><li>• Fully automated classification system</li><li>• Plus Advanced Research Scientist and Engineer positions</li></ul>



# Career Tracks/Levels, Scores and Traditional GS Grades

Grade Level 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 ARSAE

## Scientific and Engineering Professional

I	II	III	IV	V
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## Scientific and Engineering Technical

I	II	III	IV	V
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## Administrative Specialist and Professional

I	II	III	IV	V
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## Administrative Support

I	II	III
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CCS Score Range 1 ..... 21 ..... 34 ... 39 ..... 47 ..... 59 ..... 66 ..... 80 ..... 89



# CCS ELEMENT CHART







## SCIENCE & ENGINEERING PROFESSIONAL

### Factor 1—S&E Problem Solving

LEVEL	POINT RANGE	SCOPE & OVERSIGHT	S&T COMPLEXITY & CREATIVITY	S&T COMMUNICATIONS & REPORTING	IMPACT & RECOGNITION
I	0-21	↑	↑	↑	↑
II	18-47	Level	Level	Level	Level
III	44-66	Descriptors	Descriptors	Descriptors	Descriptors
IV	66-80	↓	↓	↓	↓
V	81-89	↓	↓	↓	↓



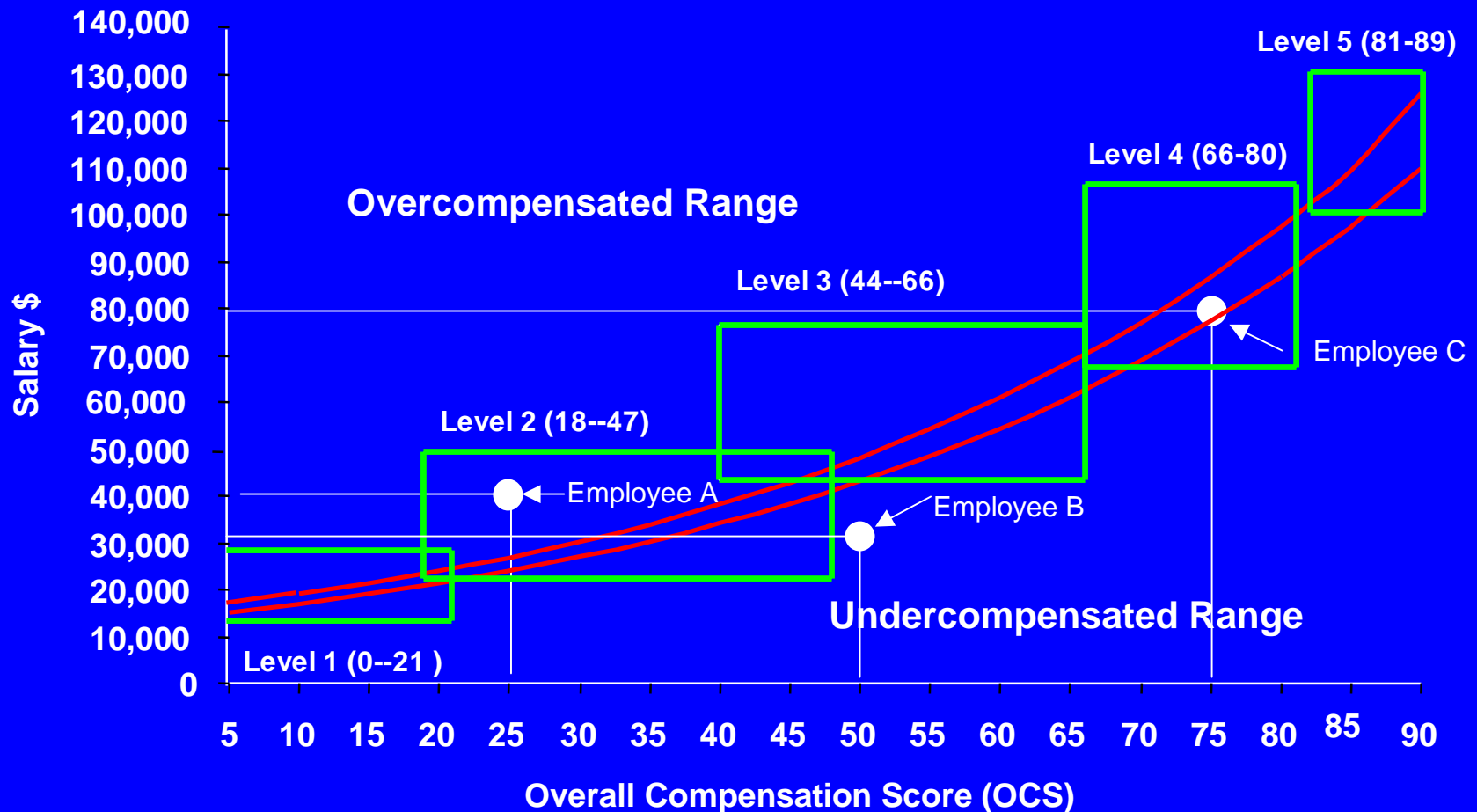
# Compensation

Traditional		Demo
<ul style="list-style-type: none"><li>• General Schedule Pay System</li><li>• General Increase “Entitlement”</li><li>• WGIs, QSIs, and career ladder promotions</li><li>• Awards authority up to \$5,000</li><li>• Multiple pay actions during the year</li><li>• Retention, recruitment, &amp; relocation allowances</li></ul>	     	<ul style="list-style-type: none"><li>• Integrated Pay Schedule</li><li>• General Increase “At Risk”</li><li>• Annual Merit Increase</li><li>• Awards authority up to \$25,000</li><li>• Single annual pay action--up to 7 actions on one SF-50</li><li>• Plus Distinguished Contributions Allowance--up to 25% of basic pay</li></ul>



# Plotting OCS and Basic Pay on the Normal Pay Range (NPR)

## S&E Professional Career Track




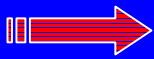



# Compensation Adjustment Categories

<b>BASIC PAY RANGE</b>	<b>GENERAL INCREASE</b>	<b>MERIT INCREASE</b>	<b>CONTRI- BUTION AWARD</b>	<b>LOCALITY PAY</b>
<b>Over – compensated</b>	<b>May be reduced or denied</b>	<b>No</b>	<b>No—unless on maintained pay</b>	<b>Yes—full</b>
<b>Normal Pay Range</b>	<b>Yes—full</b>	<b>Yes—up to 6% not to exceed upper rail for current score or max career level rate</b>	<b>Yes—over \$10K requires DOR approval. Max = \$25K</b>	<b>Yes—full</b>
<b>Under- Compensated</b>	<b>Yes—full</b>	<b>Yes—not to exceed 6% of lower rail or max career level rate. DOR approval over 20%</b>	<b>Yes—over \$10K requires DOR approval. Max = \$25K</b>	<b>Yes—full</b>



# Assessment

Traditional		Demo
<ul style="list-style-type: none"><li>• 5-Level performance appraisal</li><li>• Individualized critical elements</li><li>• Manual and/or word processing system</li></ul>	  	<ul style="list-style-type: none"><li>• Contribution-based Compensation System</li><li>• Generic critical elements (also serve as classification standards)</li><li>• Fully automated, web-based application</li></ul>

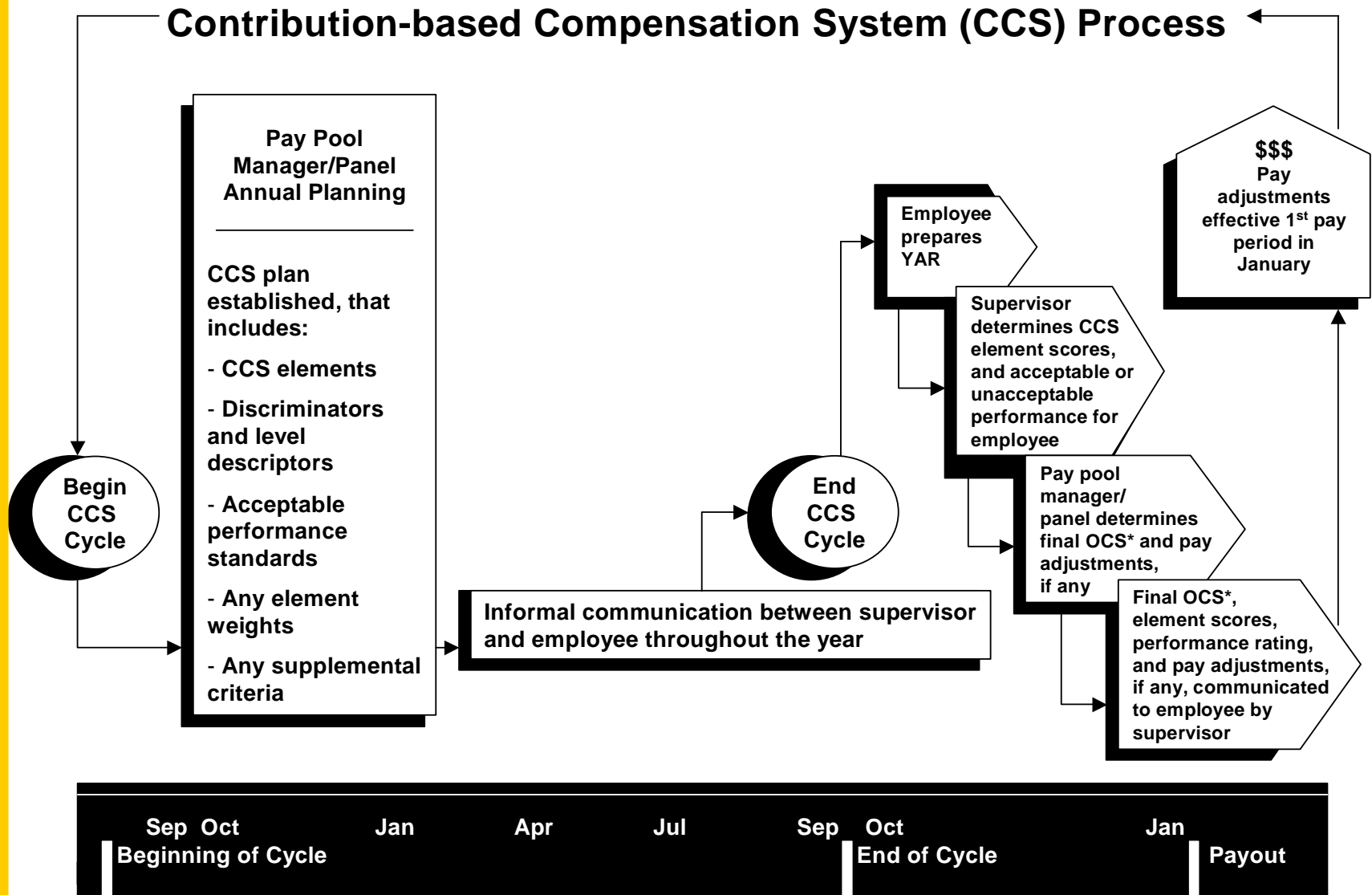


## **NRL Personnel Management Demonstration Project**

**How does the Contribution-based  
Compensation System Work?**



# Contribution-based Compensation System (CCS) Process



\* OCS - Overall Contribution Score



# **NRL Personnel Management Demonstration Project**

**What is the Feedback?**





# Feedback

- **Recruitment Timeliness is Poor**
- **Caps Hamper Pay Competitiveness**
- **Communication Styles Vary**
- **System is Hard to Explain**
- **Continue Training and Information Resources**
- **Further Enhance Automated Systems**



# Feedback

- **Quality and Number of Applicants Thought to be the Same**
- **More Competitive Job Offers**
- **Managers Spending More Time on Performance Management**
- **System Emphasizes Quality Rather than Seniority**



# Feedback

- **Better Identification of Weak Performers**
- **Salary Imbalances Being Corrected**
- **Feels Like There is More Money Available to Reward High Performers**
- **Flexibility, Flexibility, and Flexibility**



# Summary

**“It offers new flexibilities and  
on balance we like it.”**

**Pay Pool Managers’  
Evaluation Meeting  
4 June 2001  
Code 5000 Review**